

DATE: 13 Jul 90

SUBJECT: After-Action Report, AZURE II, Ops Perspective

1. Overall from an operations perspective, the three week operation ran very smoothly. This was a direct result of several procedural changes which were made early on and will be discussed in the following paragraphs.

2. USE OF A CUT-OUT (non-viewer) AS PROJECT MANAGER: On the last trip, viewers rotated the responsibility of project manager. Each day a different viewer would attend the morning brief, research the available ops data and write the requirements. The advantage of this was that the tasking because it was written by a viewer was optimized for gaining results and minimized for inducing AOL in the viewers. The disadvantages were numerous, however<:

a. The customer had to educate several different viewers and show them where things were, how things were done, etc.

b. The customer received numerous viewpoints on the viewing process: what works, what doesn't, how tasking should be done to optimize results, etc. etc. These viewpoints were occasionally contradictory and caused confusion for the customer. Contradictory viewpoints make the psychic process look less scientific and more a 'parlor/guessing' game. If the project manager has access to all the background information on a case and access to the customer to discuss customer needs, then the customer really does not (and probably should not) need to know the ins and outs of all the different methodologies nor how tasking is done. The project manager handles the translation. Another potential pitfall of over-educating the customer is that he may try to 'second guess' what the viewers need and try to write the tasking appropriately. This will cause confusion among all concerned as to what the customer really wants/needs.

c. Security was weakened by having all personnel in the 'public's eye.' With a cut-out, viewers can stay in one secure area all day out of sight.

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This trip, [REDACTED] took on the role of cut-out. This method of operating was more satisfactory to the customer. For the viewers, it quickly worked out because of [REDACTED] ability to listen to and understand all the different needs of the different viewers and tailor the tasking appropriately. The importance of properly worded tasking can not be underestimated and thus care needs to be taken in the selection and education of future personnel who will fulfill this role.

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2. TARGET MIX: Targets were mixed between search and a variety of descriptive missions (airfields, personalities, etc.). This mix was critical in that it allowed the customer to see us at our best (descriptive work) and kept the viewers from burning out from too much search. There are a number of different types of targets/problem sets which JT4 has available and would benefit from us addressing them. In the future, more time needs to be spent learning all their needs, not just search, and developing methods to address them. Search is not the only thing their analysts need!

3. NUMBER OF MISSIONS PER DAY: On this trip, we worked 2-3 targets per day. This pace was extremely draining on the viewers and probably could not be maintained for more than 3 more weeks.